



The Human Touch

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TOGETHER WE MAKE A DIFFERENCE

DHS Hires Three New Directors

Richard Anderson

Richard Anderson, a 28-year Human Services employee, was appointed Division of Child and Family Services Director May 8. Human Services Director Robin Arnold-Williams announced Anderson's appointment during a morning meeting of DCFS regional directors and staff.



"Richard brings a tremendous wealth of experience from both a clinical and management perspective to this most challenging position," Arnold-Williams said. "He has earned the respect of the Board, staff, providers and child advocates and brings with him a reputation for his willingness to listen and problem solve."

Anderson was a key contributor to the plan for changing Utah's child welfare system and has served as DCFS' acting director since March. He has been deputy director since 1998.

"The Child and Family Services Board fully support's Richard's appointment," Board Chairwoman Becky Oakley said. "Richard's leadership abilities, clinical expertise and productive experience within the system is what DCFS needs to insure continued progress. He'll strengthen how the division meets the needs of children and families."

Anderson's primary goal is protecting children while preserving families whenever possible.

His first priority is fully implementing the Milestone Plan, a nine-step program to revise Division practices.

"I also want to work in partnership with the community and support our staff in doing their work," Anderson said.

"Child welfare partners, even those who term themselves 'critics,' sought out various Board members to express their full support of Richard," Oakley said.

Anderson is a graduate of the University of Utah's Graduate School of Social Work and also has a bachelor of science degree in social work from Brigham Young University.

Randy Bachman

Randall W. Bachman was appointed Utah Division of Mental Health Director April 27. He begins work June 4.

Bachman has a broad human services background with particular expertise in running a local mental health center for the past 3.5 years, Human Services Executive Director Robin Arnold-Williams said in announcing his appointment.

"Randy has a history of being very open and involving all stakeholders and interested parties,"



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DCFS Director Richard Anderson, winning manager Cosette Mills and Robin Arnold-Williams

From Robin's Pen

Meet This Year's Top Managers

Every day I'm glad we have some of the best managers in the state in Human Services. Their leadership, decision-making ability, problem-solving and communication skills are invaluable. For a number of years, we've taken the opportunity to recognize the department's top manager and two finalists each year. Their staff and colleagues nominate them.

Over the past several weeks, I have had the great opportunity to personally present the 2001 awards.

Our manager of the year, Cosette Mills, is at the Division of Child and Family Services in Salt Lake. I also traveled to Ogden to present Jackie Southwick's award at Archway and to the State Hospital in Provo to give Rick Hendy his.

Cosette has an ability to see beyond the immediate needs of her team and agency and plan for the future. She is open, honest and has an incredible ability to not only understand but explain the complex "whats," "whys" and "ways" of state government. When she makes a decision, she has the strength to stand behind it.

Cosette supervises the "Revenue Team" in Child and Family Services. When DCFS ran into major budget problems, Cosette and her team were asked to find missing billable revenue. They put together a plan, each member took over one part of it and they went to work. Through Cosette's

leadership and efforts, the team found more than \$2 million in unclaimed reimbursements.

She has a unique ability to understand complex programs, policies and people. She also communicates openly with team members and understands each person's knowledge, abilities and strengths. She draws the desire to learn and do more out of each employee.

I've known Cosette 17 years. I worked with her in the Division of Aging. She spent most of her early career working with this end of the age scale. Now she is on the other end. The ultimate compliment to Cosette and her team is that this year for the first time in 10 years the single state audit found no material weaknesses in DCFS Title IV-E programs.

Jackie Southwick runs Archway Youth Service Center in Ogden. While Jackie is a Youth Corrections employee, Archway actually services Child and Family Services, Youth Corrections and Weber Mental Health. Jackie is exceptional as an innovator, a program developer and administrator and has skills and abilities that set her apart from her peers. She believes leaders must excel at managing multiple initiatives while consistently delivering results.

Many leaders say they lead by example, but Jackie really does it. At any time you may see her stripping a waxed floor, picking weeds out of the common area, writing a federal grant or taking time to counsel a veteran worker. No task is too menial, mundane or beneath her.

Jackie sees opportunity in any challenge and does not rest on her laurels. A calm period is seen as time to prepare and be proactive, not time to be complacent and self-assured. Jackie also is very customer oriented. Archway was developed to meet customer needs now and in the future.

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Jackie Southwick

New Directors

Sue Martell

Sue Martell was appointed Office of Information Technology Director April 9.

"Sue brings a great deal of knowledge, experience and vision with respect to the use of technology to support the core mission and business of our department," DHS Executive Director Robin Arnold-Williams said. "Her experience and approach to identifying and implementing common technology and program objectives will be extremely helpful as we strive to achieve Gov. Mike Leavitt's goals of 'Comprehensive E Government

Services' and 'Making Government More Efficient.'"

Martell arrived at Human Services in October 1997 as Data Administrator. She was

instrumental in creating an Internet-available data warehouse that brings together service and client information from several computer systems. The warehouse allows caseworkers to immediately find out what DHS services a client has received. Managers also use the warehouse to analyze service and client information for trends, demographics, projections and other projects.

"We have a lot of excellent technical people in the office," Martell said. "They are some of the best and brightest in state government. I know that because I used to work in the Chief Information Officer's office and got to know IT staffs from many departments."

Martell is meeting with managers to identify technology issues, concerns and ideas.

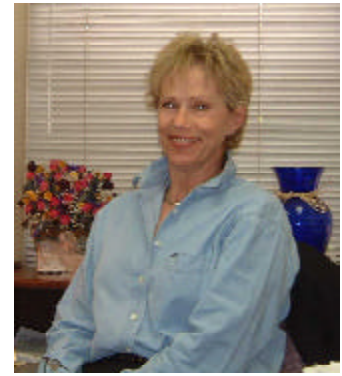
"I want us to do the right things for the department, and I want us to do those things really well," she said. "Our challenge will be identifying what those right things are."

Martell describes her style as "no-rules." She likes to stretch the envelope and think outside the box. "I always ask why are we doing this? Is it just because we've done it that way forever?"

The new director has an open-door policy and likes open, honest, direct communication.

"I welcome healthy dialogue," she said. "Your ideas are always welcome. I don't have all the answers, but together we can do some pretty great things."

Martell has bachelors' degrees in psychology from the University of Utah and business administration from the University of Phoenix. She earned both degrees while working full time for the state.



Randy Bachman...

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Arnold-Williams said.

Bachman is executive director at Northeastern Counseling Center in the Uintah Basin. Prior to moving to Utah, he held human services management positions in the public and private non-profit sectors in Minnesota. He has a master's degree in educational counseling and more than 25 years experience.

"I really want to take a look at implementing a strategic plan for the whole mental health system," Bachman said. "There is a plan in place, but it would be good to involve all stakeholders in a coordinated plan for state mental health services."

Bachman also hopes to strengthen the partnership between local mental health programs and the state and will work through the state Mental Health Board to do so.

"I'll work closely with advocacy groups to promote what we need to do to strengthen the mental health system in Utah," he said. "The main thing is to touch base with all stakeholders to try to come to consensus on our goals and work in partnership."

Bachman replaces Mark Payne who has been acting mental health director since December. Payne returns to his position as Utah State Hospital Superintendent.

Cosette Aims for Perfect Audit Report

By Carol Sisco
DHS Public Information

Cosette Mills was thrilled after hearing Human Services had the best ratings ever this year when state auditors completed their review of the statewide federal compliance audit. But she still isn't satisfied.

Top Managers...

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Rick Hendy is the administrative director at Utah State Hospital's Life Habilitation Unit. One of his most remarkable strengths is his ability to mobilize his staff, reinforcing their strengths through individual achievements and incorporating those efforts into team successes. Rick's unit has low turnover, low overtime costs and high morale.

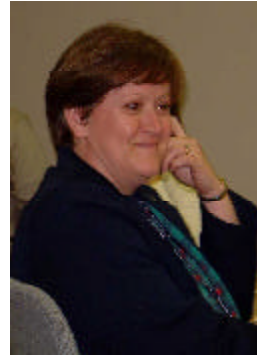


Rick Hendy

Rick is a visionary leader who sees the value of new ideas. When he decides to move forward, he helps the entire staff catch the vision. Rick then steps back and lets group momentum move everyone forward.

Rick had to take risks to make things happen. Yet, he always assesses safety and risk factors in his decisions. One of his greatest strengths is his desire to help others feel the joy of success and accomplishment. He always gives others credit and includes them wholeheartedly in what he does. It is very obvious that he enjoys seeing others succeed. He has the ability to recognize all his customers. Patients are his primary customers as are their families, Community Mental Health Center staff, state officials and members of the state hospital team.

Please join me in recognizing and congratulating this year's top managers.



Cosette Mills

For the first time in as long as anyone can remember, the auditors found "no material weaknesses." Simply put, that means no major problems in the federal compliance audit.

"It doesn't mean everything is fine. But it does mean there aren't any substantial problems," said

Mills who runs the Revenue Management Unit in Child and Family Services. "I want to get to the point of 'no findings.' I want it all right."

State auditors complete a yearly audit to make sure federal funds are properly claimed and handled, according to Bureau of Finance Director Don Moss. Previous audits found problems with IV-E foster care grants.

In order to receive federal money for foster children, the kids must be found eligible for IV-E funding and foster care providers must be properly licensed. That didn't always happen in previous years.

Audit results have consistently improved under Mills' direction.

"The first week I started this job, I knew nothing," Mills said. "I was called by the state auditors over Title IV-E. They wanted to start the audit. It was a nightmare."

"Cosette and her team in DCFS and Youth Corrections have really been able to improve," Moss said.

"My goal has been to make sure we operate within federal requirements," Mills said. "I spent the first year developing competency to analyze what the system was.... We'd had a fragmented system."

Gradually, eligibility was switched from the Health Department to the Department of Human Services after Mills proposed a full-time eligibility-worker structure. A work plan was developed, and performance has continued to improve yearly.

A Healthier You 2002

By **B.J. VanRoosendaal, Substance Abuse**

Meredith Mannebach, our second Personal Health Profile candidate, was nominated by many workers in the Division of Services for People with Disabilities. We received some interesting comments about her such as “she bikes all the time” and “she has even completed a 200-mile bike race – can you imagine biking 200 miles?”

Meredith is a healthy, youthful 31-year-old program specialist for the Division of Services for People with Disabilities. She is indeed an avid biker.

“I bike at least three days during the week for 30 minutes to an hour. Then on the weekend, I try to do 50-to-100 miles on Saturday and 25-to-30 miles on Sunday,” Meredith said of her typical weekly exercise program. “During the week I concentrate on the length of time I exercise, and on the weekend I concentrate on actual miles.”

Lest anyone think Meredith has never overcome any challenges in her fitness quest, she talked about a tough time in her life. Meredith had a miscarriage in May 1998. She got pregnant again in October, but it was a high-risk pregnancy.

Meredith’s son was born in July; in December she was diagnosed with thyroid cancer that led to surgery followed by radiation in January. During the next six months, while trying to get her medication regulated, her cancer returned and she had major surgery in July of 1999. It took another six months to regulate her medication.

“Exercise during this period was next to impossible, but my husband and I still tried to get out on the tandem bike and have some ‘together’ time,” Meredith said.

Exercise has “kept my marriage together and kept me sane,” Meredith said. “Knowing the difference in how I feel mentally and physically when I am exercising versus when I am not inspired me. Also, keeping healthy for my children and setting an example for them is what inspires me.”

“Life is just easier when I am exercising,” Meredith believes.

As for how to squeeze fitness into a busy life,

Meredith suggests:

“When starting exercise after a dry spell, I just think in short-term goals – getting my days in each week. I know that if I keep it up for two months, my body will start asking for exercise and it

becomes enjoyable. At times it gets hard trying to squeeze my exercise in with my husband Steve’s schedule, as he competes semi-pro in cycling. We use our ‘date time’ to ride our tandem bike. It is a great time to talk, plus be working out together. We want to grow old together, and stay healthy while doing it, so we exercise together. Our goal for retirement is to be able to tandem bike across Europe.”

The high point in Meredith’s fitness history happened last summer when she and Steve completed the LOTOJA, the Logan-to-Jackson 203-mile bike race starting in Logan, Utah and ending in Jackson Hole, Wyoming.

“Our goal was to do it in 12 hours and we finished in 12 hours and 10 minutes,” she said. “The extra time was because of all the times we had to stand up because our shorts and skin were becoming one.”

Meredith believes exercising is always easier when you do it with someone, as she does with her husband. She suggests you “get a friend to go with you and you can be each other’s cheering section.”

Meredith is happily awaiting the birth of her second child. Naturally, this affects her physical fitness activities. She looks forward to some of her favorite activities this summer that she lists as “playing outside with my 3-year-old son, gardening, going to the movies and riding the tandem with my husband.”



Steve, Meredith Mannebach

Where Do You Go for Adoptions' Assistance?

By Jan Knaphus, Office of Licensing

Adoptions have been in the news a lot lately with the Internet-based placement of infant twins in California and subsequent placement of the same babies with another family in Great Britain for twice as much money as the first.

There are many questions to think about when considering adoption. How much and why do we really want to have children? How will our families feel about an adopted child? Shall we adopt a child with a different racial background than ours? Do we want a child who looks like us? What will it cost? Shall we use an agency or do a private adoption? Maybe we should check on the Internet. What do we need to know? Who can help us? What's the difference between using an agency or going through a doctor or lawyer?

The following are some differences between licensed agency adoptions and private adoptions that are usually facilitated by doctors or lawyers. Additional information on the licensing process required for adoption agencies is available at the DHS Office of Licensing, (801) 538-4242.

Records: Licensed agencies must keep case records for each child, birth parent and adoptive applicant served, from the time of application to completion of the legal adoption. They must retain all adoption records for future reference. In a private adoption, no record keeping is required beyond the legal documents.

Services: Agencies are required to offer comprehensive services to birth parents, including counseling, support in making the decision to place or keep the child and planning for the child. No services or counseling are required in private adoptions.

Adoptive Applicant Evaluations: Pre-and post-placement evaluations are required of all licensed agency adoptions prior to finalization. Only the pre-placement evaluation is required for private adoptions. Upon the request of the adoptive parents, the court may waive the post-placement evaluation.

Birth Parent Readiness: Agencies are required to assess the birth parent's readiness to make a definitive decision that will be in the child's best interest. The assessments aren't required for private adoptions.

After Placement: Agencies must make services available to birth parents after their rights and responsibilities have been terminated as well as after the adoption is finalized. No further services are required in private placements.

Services to Adoptive Parents: Agencies must offer services to adoptive parents including: discussing birth parents' legal rights; accessibility to non-identifying background information; orientation to the mutual-consent registry; and individual and group counseling/training to help applicants evaluate and develop greater capacities to meet adopted children's needs. Individuals engaged in private adoptions are only required to submit non-identifying background information on birth parents. Experience shows that in private adoptions, little effort is made to obtain this information with many forms returned to the Department of Health labeled "information not available." Therefore, adoptees in private adoptions may not have access to important background information.

Home Approval: Agencies must have a written plan for approving adoptive homes. For private adoptions, the quality of pre-placement and post-placement evaluations is left to the discretion of private evaluators retained by the adoptive couple. Since July of 1998, there is no provision for quality assurance of private adoption evaluations, a service that was formerly provided by DCFS.

Best Interest of Child: Agencies must assess each adoptive applicant from the perspective of the child's best interest

Adoption situations learned about via the Internet can vary greatly. Many licensed reputable agencies have web sites, as do unlicensed facilitators. There is virtually no regulation of

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ORS Tips On Handling Child Support Issues

By Joyce Allred
Office of Recovery Services

The Office of Recovery Services is charged with establishing, collecting and enforcing child support on behalf of children in the care and/or custody of the state. Collections are made on behalf of children placed in secure youth corrections facilities, foster homes, residential treatment programs, nursing homes, the state hospital and other facilities. Funds collected on behalf of children served by Human Services go back to the programs providing services, thereby supporting programs and offsetting some costs of care. Last fiscal year \$6.5 million was returned to DHS divisions and institutions.

Caseworkers serving children placed in the state's care or custody and their families deal with a myriad of tasks, decisions, issues and emotions, not the least of which is the often confused and angry response of the child's family. How often are workers confronted with a family's questions regarding their child support obligations? Do families tell them they cannot afford to pay child support? Do they ask for help?

Workers can help families in several ways:

- Be aware of what the Juvenile Court tells the family. Juvenile Court judges are required to inform parents, both verbally and in writing, of their obligation to support their child while the child is in state care or custody. A stand-alone child support order, which details this obligation, is used at shelter

hearings and detention hearings. Parents get a copy.

- Encourage families to cooperate with the Office of Recovery Services. The above mentioned order also advises parents to cooperate with ORS in determining the amount of child support. If parents cooperate the law provides for a child support credit for the first 60 days a child is in care (for the first episode of care and if a current child support order does not already exist). It can be a substantial benefit for most families.

- Advise families to contact ORS with any questions or concerns they may have about the amount they are required to pay, any significant change in circumstances or to learn of the status of their case.

- Become familiar with the ORS Waiver and/or Deferral Request Process. It exists to respond to individual family circumstances and can be used to request a reduction and/or postponement of child support payments. A waiver request is initiated by the agency responsible for a child's care and is usually in response to hardship observed by the caseworker or expressed by the family. This process should be initiated after the administrative adjudication process is complete, not before.

For questions regarding this process, please contact Gayle Carter, Associate Regional Director, Bureau of Children in Care at (801) 536-8764.

Adoptions...

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people and agencies having Web sites or offering advice over the Internet.

For more detailed information about adoption regulations in Utah, consult Utah Judicial Code Section 78 Chapter 30 and DHS Office of Licensing Rules for Child Placing Agencies (R501-7).

New Southwest Center

Mental Health and Substance Abuse personnel are now housed in the new Southwest Center in Cedar City. The complex, located at 245 E. 680 South in Cedar City, houses prevention services, youth services, adult outpatient services and substance abuse services.

"The new building facilitates the integration/coordination of services across programs in order to better meet the needs of individual clients, families and the community," said Southwest Center Director Paul Thorpe.

Try These Shortcuts

Tech Tip By Janice DeVore

If you like the right-click method to display shortcut menus, then you'll find that displaying dialog boxes by double clicking on certain hotspots are great shortcuts. Remember, if your computer is setup for left-handed use, you'll need to left-click.

Dialog Box

Paragraph Dialog Box

Tab Dialog Box

Page Setup Dialog Box

Find and Replace Dialog Box (Go To)

Action

Double-click on any one of the indent markers on the ruler bar or double-click on a section break

Double-click on the tab marker that you have set on the ruler bar

Double-click on a number or tick mark on the ruler bar

Double-click on a section break

Double-click on a footnote reference

Double click on the page or section number on the status bar

Genesis Girls Stress Safety

By Chris Roach, Youth Corrections



Girls from Genesis Youth Center participated in the Safe Kids Fair 2001 that emphasized important safety principles to use at home, in cars, around guns and while riding bikes. The girls volunteered at the fair held during February at South

Town Exposition Center, 9400 S. State St.

The girls passed out items to the public, directed them to different booths and worked at the prize redemption booth.

One young woman, however, put safety principles into action. A worried mom came to the booth after misplacing her young son. One of the GYC girls took her to security, gave them a description of the lost boy and helped look for him. He was found without problem.

The young ladies were put to work with other volunteers, given t-shirts that displayed the Safe Kids Fair 2001 logo and assigned to the prize redemption booth. Before the fair opened, the girls prepared materials for participants. When the doors opened, the girls passed out items and directed people to exhibits.

The prize redemption booth was a main attraction. While the overall fair emphasized safety principles, prizes also were safety oriented. A drawing was held each hour. Prizes included bicycle helmets, gun locks, smoke alarms and baby car seats. All attendees were encouraged to enter the drawings. The GYC girls got winning numbers every hour, posted them as quickly as possible and helped winners redeem their prizes.

Overall, the fair was a great success for GYC. The girls received much praise and appreciation for their efforts, and they also enjoyed the fair. Volunteer organizers made sure the girls knew what their responsibilities were and also provided lunch and snacks.

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